





Notice of Public Comment

In accordance with W.S. 28-1-115, Enterprise Technology Services (ETS) and Office of the CIO (OCIO) are required to submit a multi-year plan to accomplish and further our goals and objectives. The plan development shall include an opportunity for public review and comment. The plan shall be submitted to the governor for his approval.

TO COMMENT, KINDLY CONTACT US AT:

 (307) 777-5840

 ets.wyo.gov

 wyo-it-communication@wyo.gov

Thank you for your consideration.

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2022-2026

STRATEGIC PLAN

*Wyoming Department of Enterprise Technology Services (ETS)
Office of the Chief Information Officer (OCIO)
ets.wyo.gov*



Table of **CONTENTS**

- 02 Executive Summary
- 03 About ETS
- 04 Our Teams
- 06 Strengthen Partnerships
- 08 Modernize Digital Government
- 10 Continuous Improvement
- 13 Cybersecurity
- 16 Management of State Resources
- 18 Future Initiatives

"Always do right. It will gratify some
and astonish the rest."

–Mark Twain



Overview & Purpose

EXECUTIVE SUMMARY

Information technology (IT) is a critical enabler of government operations. All branches of government strive to improve constituent experiences by enhancing information security postures and promoting strategic efficiencies. ETS and the OCIO enable these efforts by ensuring IT solutions and initiatives are agile and utilize data analytics to improve policy and decision making. To be successful, our organization must adapt and mature to ensure proper alignment with the requirements of today and tomorrow.

W.S. 28-1-115 requires all state agencies to prepare a strategic plan with performance metrics which measure the agency's success in conducting its activities and achieving its goals. This document is organized by strategic themes; high-level strategies which set the tone for how we will provide value-based service for the constituents of Wyoming. Strategic themes and associated goals are equally important and closely aligned.

Established in W.S. 9-2-2901, ETS serves as the centralized IT organization managing executive branch IT-infrastructure, telecommunications, IT-services, architecture, and IT-procurement consistently, securely, and cost-effectively. The Director also serves as the State Chief Information Officer. The current organizational structure is embedded in statute and will be reviewed during the 2022–2023 interim. A phased realignment approach was initiated effective May 1.

The agency prepares its budget biennially by working alongside executive branch agencies, boards, and commissions addressing unique business needs. The budget is composed of direct chargeback methods for fixed rate enhanced services and indirect chargeback methods for universal services. The 2022 ETS Service Catalog can be located on our website at ets.wyo.gov.



About ETS

Mission

To provide comprehensive technical leadership & solutions enabling agency partners to deliver their mission and goals in a secure, transparent, and fiscally efficient manner.

Vision

“Technology Services
Supporting the Best Outcomes
for Wyoming”

Values

Reliability, Efficiency,
Collaboration, Ownership,
Transparency, Honesty,
& Trust



Governor Gordon showing support for data privacy initiatives in the State of Wyoming.

Meet OUR TEAMS

Providing centralized IT services in Casper, Cheyenne, Douglas, Evanston, Gillette, Lander, Laramie, Newcastle, Powell, Rawlins, Riverton, Rock Springs, Sheridan, Torrington, and Worland.



ETS Structure

ETS Core Operations

Chief
of
Staff

Chief
Financial
Officer*

Chief
Operations

Chief
Customer
Support

CIO
&
Director*
Deputy CIO
& Director*

Statewide Functions

Chief
Business
Management
Office*

Chief
Information
Security
Officer*

Chief
Data
Officer*

Chief
Communications
&
Government
Affairs*

*Indicates roles serve functions of ETS and the Office of the CIO

Strategic Theme

STRENGTHEN PARTNERSHIPS

ETS supports approximately 83 agencies, boards, commissions and collaborates with all government entities. To promote governance and best utilize resources, state entities must work holistically with ETS throughout the project lifecycle to fully realize enterprise solutions and better position resources. ETS will use governance, organization, and communication strategies to strengthen partnerships.

GOAL - MATURING GOVERNANCE

Maturing governance is a prime objective toward improving partnerships by adapting practices and delivering services to better align with department and citizen needs. To mature governance, workflows and processes must be reviewed, evaluated, and monitored.

MATURING GOVERNANCE INITIATIVES

- Establish a Technology Investment Council (TIC) and an Executive Management Council (EMC) to advise the CIO.
- Implement and manage IT governance across state government.
- Review & evaluate existing workflows and processes.

PERFORMANCE METRICS

- Establish a TIC & EMC charter and conduct meetings.
- Maintain active memberships in NASTD, NASCIO, MS-ISAC, etc.
- Fully automate and implement statewide workflow processes and update existing policies and standards annually.

GOAL – IMPROVE ORGANIZATIONAL ALIGNMENT

The intent of strategic alignment is to use consistent and standard solutions when possible; reducing administrative overhead, driving greater efficiencies, lowering enterprise costs, promoting common branding, and enhancing customer experience.

ORGANIZATIONAL ALIGNMENT INITIATIVES

- Position resources to efficiently utilize staffing, technology, and budgetary allowances.
- Align agency practices to better deliver services.

PERFORMANCE METRICS

- Implement an organizational realignment which includes a Business Management Office (BMO).
- Establish a customer advocacy practice and continuously evaluate and update the Service Catalog, informed by the TIC.

GOAL – IMPROVE COMMUNICATION

Positive and supportive communication promotes improved decision-making resulting in satisfied customers. A regular communications program will be reinvigorated as a means to assess customer performance and ensure that all partners and users are provided with information which enhances their understanding of state technology trends and programs.

COMMUNICATIONS INITIATIVES

- Encourage coordination and collaboration among stakeholders.

PERFORMANCE METRICS

- Expand and improve ETS communications methods and capabilities.

Strategic Theme

MODERNIZE DIGITAL GOVERNMENT

Digital government describes strategies used to provide modern services to public constituents within government. ETS uses these strategies to improve constituent and partner outcomes and ensure Wyoming does not accumulate unmanageable technical debt.

GOAL - ENHANCE CITIZEN SERVICES

Wyoming citizens use technology to access state resources when working with the state. Citizens expect applications to be easy to use and immediately available; utilizing contemporary capabilities for compatibility with today's modern devices. Digital government transformation efforts play a major role in making this happen.

CITIZEN SERVICES INITIATIVES

- Modernize the state's online presence by providing modern digital services to citizens and updating online capabilities.
- Ensure Wyoming's IT assets are easily accessible for all citizens.

PERFORMANCE METRICS

- Evaluate and implement a statewide portfolio of existing technical capabilities to identify candidate capabilities for modernization.
- Ensure online capabilities are inclusive for all citizens using requirements of Section 508 Americans with Disabilities Act.

"Digital transformation enhances the citizen experience through improved customer communications, aligned customer expectations, and increased customer satisfaction."

–William Vajda

GOAL – EVALUATE EFFECTIVENESS OF IT INVESTMENTS

As IT investments are often measured by partner satisfaction, it is critical that ETS invest in capabilities that monitor performance, and consistently evaluate that performance. Collecting feedback from stakeholders helps ETS deliver improved interactions between government and constituents.

IT INVESTMENT INITIATIVES

- Use digital government strategies to evaluate initiatives using consistent and standard solutions, reducing administrative overhead, driving greater efficiencies, lowering enterprise costs, promoting common branding, and enhancing customer experience.
- Define roadmaps which align citizen services with business-friendly approaches.

PERFORMANCE METRICS

- Ensure 100% of agency and department projects are initiated through the TIC governance process.
- Establish an enterprise data architecture with associated implementation information.

Strategic Theme

CONTINUOUS IMPROVEMENT

Improving services is an ongoing aspirational goal. ETS activities must be communicated to our customers and partners and evaluated to ensure effectiveness of our mission.

GOAL - PROMOTE CONTINUOUS IMPROVEMENT

ETS will use SMART (Specific, Measurable, Achievable, Relevant and Time-Bound) metrics to drive performance improvements, and seek to improve and invest in modern tools and capabilities facilitating situational awareness and understanding with our stakeholders when evaluating contributing data.

CONTINUOUS IMPROVEMENT INITIATIVES

- Improve existing processes and systems by including measurable performance expectations where appropriate.
- Evaluate new technologies, strategic programs and initiatives to advance efforts which improve performance; working continuously with all partners and stakeholders to identify & implement practices for improvement.

PERFORMANCE METRICS

- Establish and implement processes for managing and maintaining Wyoming's IT investment portfolio.
- Establish, within ETS, an enterprise architecture function with a focus of innovation across all organizations.

"Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity."

-General George S. Patton

GOAL – IMPROVE CUSTOMER COMMUNICATIONS

By creating and fostering relationships we are able to improve collaboration efforts, align goals, promote transparency, and refine funding and resource coordination.

CUSTOMER COMMUNICATIONS INITIATIVES

- Promote alignment of agency investments with enterprise strategies, participate in planning sessions, and provide technical leadership.
- Develop methods to assess agency technology performance and provide partners with information to ensure alignment of agency technology investments with Enterprise investments.

PERFORMANCE METRICS

- Use the TIC and improved communications to improve alignment and clearly identify enterprise technologies and agency-specific investments.
- Ensure plans, policies, and decisions are communicated timely and effectively by routinely briefing agency leadership on the status of their investments and statutory compliance.

GOAL - IMPROVE SERVICES

ETS service delivery and support activities will be monitored through well-defined agreements with partners and customers. ETS engagements will include service-level agreements (SLAs), key performance indicators, and other metrics to ensure all parties can evaluate effectiveness of those agreements.

IMPROVE SERVICES INITIATIVES

- Ensure activities are monitored through well-defined agreements with customers.
- Ensure ETS engagements include SLAs, key performance indicators, and other metrics.
- Improve and invest in tools and capabilities to facilitate situational awareness and understanding with our stakeholders when evaluating contributing data.

PERFORMANCE METRICS

- Establish MOUs clearly delineating authority and identifying service requirements and expectations.
- Establish SLAs and provide monthly reports illustrating performance.
- Provide quarterly briefings informed by performance metrics.
- Create dashboards for services provided by ETS and ensure they are available for review in real-time by any state employee.

Strategic Theme

CYBERSECURITY

While IT has provided new ways for government entities to work with constituents and improve overall operations, it has also increased risks for cyber attacks and data breaches affecting government operations and eroding public trust. ETS must continuously strive to understand cybersecurity risks to ensure effective response and mitigation capabilities.

GOAL - DEVELOP A CYBERSECURITY ROADMAP & FRAMEWORK TO EXECUTE CYBERSECURITY RESPONSIBILITIES

A cybersecurity framework reduces vulnerabilities, builds resistance, counters malicious cyber-actors, and reduces incident response time. This framework must be regularly reviewed and refreshed to accommodate evolving risk landscapes. It must also be agile, account for leadership changes, and include input from all stakeholders.

ROADMAP & FRAMEWORK INITIATIVES

- Establish tools and processes to ensure critical cybersecurity information is shared at or faster than the pace of cybersecurity incidents requiring review and response.

PERFORMANCE METRICS

- Ensure cybersecurity policies are updated annually.

GOAL – ENHANCE AND IMPROVE THE STATE’S CYBER ECOSYSTEM

Wyoming is focusing on cyber projects to expand and improve the technical measures protecting state data. We will build on efforts to reduce and manage vulnerabilities in our networks and critical infrastructure to reduce cyber threats and mitigate consequences from cyber incidents.

CYBER ECOSYSTEM INITIATIVES

- Assess evolving cybersecurity risks.
- Protect state systems, data, and critical infrastructure.
- Prevent nefarious access to state resources and capabilities.
- Ensure effective response to cyber incidents.
- Strengthen the security and reliability of state systems.
- Improve the leadership and management of state cybersecurity organizations.
- Cyber-incident response exercises.

PERFORMANCE METRICS

- Provide quarterly updates to state entities regarding cybersecurity activity.
- Ensure all cybersecurity incidents are identified and properly mitigated; ensure cybersecurity capabilities exist to mitigate adversarial threats.
- Ensure all state entities participate in data management governance and have effective incident response plans.
- Provide oversight for implementation of improved cybersecurity capabilities.
- Recruit and hire a Chief Information Security Officer (CISO) and supporting Security Operations staff.
- Ensure that at least one (1) cybersecurity exercise is conducted annually within the Executive Branch.

GOAL – EXPAND CYBER-PARTNERSHIPS AND OUTREACH

Cybersecurity events rarely take place in a vacuum, so it is essential for the state to leverage external partnerships at the local, state and federal level in order to detect, respond and recover from significant cyber incidents. No single organization possesses all resources necessary to deal with every possible cyber threat, so a team approach that can adapt and flex in response to an individual threat is necessary.

CYBER-PARTNERSHIP INITIATIVES

- Cultivate partnerships and expand cybersecurity outreach activities across state, local, federal and private sector organizations.

PERFORMANCE METRICS

- Ensure ETS participates in collateral cybersecurity organizations and focus areas.

GOAL – IMPROVE SITUATIONAL AWARENESS CAPABILITIES

ETS will improve the situational awareness capabilities of our workforce. Through these efforts we seek to create a safe and secure cyberspace for the State of Wyoming workforce; protecting the open, interoperable, secure, and resilient internet access required to improve service and support to Wyoming citizens and partners.

SITUATIONAL AWARENESS INITIATIVES

- Continually provide security awareness training.

PERFORMANCE METRICS

- Ensure all state employees receive annual cybersecurity training.

Strategic Theme

MANAGEMENT OF STATE RESOURCES

Technology remains in a constant state of change and ETS must ensure its workforce remain agile by using workforce development strategies, developing a statewide architecture, and a mechanism for maintaining the state's investment portfolio.

GOAL - WORKFORCE MANAGEMENT

Workforce development remains the single most important objective for ETS. Having a strong workforce strategically aligned with business needs requires development, mentoring, and a culture promoting positive communication, honesty, integrity, and critical thinking. ETS must also invest in talent management for succession planning and recruiting of trained staff. Failing to accomplish these goals will impact future operations.

WORKFORCE MANAGEMENT INITIATIVES

- Implement training programs to develop necessary skills.
- Invest in talent management to develop plans for succession, recruitment, and performance management.
- Ensure the workforce is strategically aligned with business needs.

PERFORMANCE METRICS

- Develop and implement a workforce training strategy.
- Develop and implement workforce management, hiring, and recruitment strategies.
- Implement development programs and ensure sustained participation.

"My priorities are simple. I don't want to simply declare a goal, priority, or strategic plan. I want to build an empowered team that rallies together around common goals and purpose. I don't want to make all the decisions at the top. I prefer to offer direction that addresses the expectations placed upon us, and allows individual contributors to make decisions that align with their roles and responsibilities. Alignment and accountability will allow each of us to make decisions with greater confidence, because it ensures our decisions will support our common goals"

-William Vajda

GOAL - PROMOTE FINANCIAL TRANSPARENCY

By efficiently and effectively managing resources, ETS will deliver priority initiatives to improve financial tracking, the work environment, efforts to hire and retain qualified staff, system management, and infrastructure management.

FINANCIAL TRANSPARENCY INITIATIVES

- Ensure funds are clearly defined and outlined for all stages of a project.
- BMO will maintain the state's investment portfolio ensuring transparent evaluation for planning and implementing enterprise strategies and mission support for department-specific objectives.
- Develop a statewide architecture to achieve more technical interoperability permitting seamless information sharing and inter-agency workflows; ensuring compliance with functional, security, legal, and other requirements.

PERFORMANCE METRICS

- Agency and department budgets will be informed by the state's strategic IT plan.
- Ensure TIC deliberations are informed by robust IT investment management practices, developed and implemented within the BMO.
- Develop a statewide architecture.

Future INITIATIVES



Management of State Resources

- Targeted Skills Training
- Statewide Cyber-Awareness Training and Advisory Program
- Succession Planning



Strengthen Partnerships

- Information sharing & collaboration with DHS and MS-ISAC
- Outreach to the University of Wyoming and other institutions of higher learning



Modernize Digital Government

- Data Governance Framework
- Strategic Enterprise Applications
- IT Asset Management



Continuous Improvement

- Document and workflow management
- Contract lifecycle management
- Cloud services support



Cybersecurity

- Disaster Recovery & Continuity of Operations
- Cloud Security
- Network Access Controls
- Next Generation Security Information and Event Management (SIEM)
- Cyber-Exercise & Resilience Program
- Continuous Monitoring & Vulnerability Management

A number of critical initiatives are outlined above. Initiatives are requested during the standard budget process and cannot move forward until funds are approved.

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Wyoming

